



Strategic Plan 2005-2010

Introduction

Research: In January 2004, the New Hampshire State Council on the Arts (NHSCA) established a planning committee of Arts Councilors and senior staff who commissioned Dr. Craig Dreeszen, Dreeszen & Associates to design and facilitate an inclusive strategic planning process to update the NHSCA's 2000-2005 strategic plan. NHSCA staff reviewed records of recent panel and constituent meetings to cull information that would inform the updated plan. Teams of Arts Councilors and staff convened focus group forums in six regions to assess art needs in different areas of the state. Arts Councilors and staff interviewed key allies and constituents. A survey, which elicited over 200 responses, was posted on the NHSCA web site. Dreeszen prepared three synthesis reports from this assessment data.

Public Review: NHSCA convened two sets of Public Meetings in July, August, and October to provide inclusive public access to planning in every region of the state. The six summer meetings took place in Laconia, Manchester, Peterborough, Portsmouth, Randolph, and Lebanon. These meetings were additional to 158 constituent meetings held between July 2003 and February 2004.

Two Council/staff planning retreats bracketed the information collecting activities. In May, NHSCA identified core values and key issues to set planning priorities. In September, we evaluated constituent and public input to structure the plan and draft strategies. The two planning retreats gave Council and staff time to reflect together upon shared values, constituent feedback, success with existing programs, environmental trends, intended long term results, and most effective strategies.

In October, a draft of the plan was posted on the web and comments were invited at five public meetings held in Littleton, Claremont, Manchester, Sharon, and Rye.

Profile of Planning Participants (survey respondents could identify in multiple roles):

Artists and Creative Workers	Participated in 74 meetings; 3 interviews; 211 survey responses
Arts organization board and staff members	Participated in 77 meetings; 5 interviews; 143 survey responses
Arts Consumers/Patrons	(represented in all meetings); 131 survey responses
Non-arts partners (legislators, educators, other state and local agencies, businesses, media, etc.)	Participated in 27 meetings; 14 interviews; 77 survey responses

The final plan, adapted to respond to comments on the plan's draft, was formally approved by the State Arts Council in December.

New Hampshire State Council on the Arts Strategic Plan, 2005-2010

Adopted on December 13, 2004

Vision

The State Arts Council envisions a time when New Hampshire citizens, knowing that the arts are vital to the human spirit, celebrate, participate in, and support the arts in their everyday lives. The arts, in turn, will grow New Hampshire's capacity for creativity; build more vibrant communities; and bridge differences among people to secure an open, civil society.

Mission

The State Arts Council promotes the arts to protect and enrich New Hampshire's unique quality of life.

Goals

To fulfill this mission, the State Arts Council will:

- 1) Expand opportunities to learn in and through the arts;
- 2) Strengthen New Hampshire's artists and arts organizations;
- 3) Engage the arts to benefit people and communities throughout New Hampshire.

Values

The State Arts Council develops policies, programs, and procedures around the following beliefs:

- Public support for New Hampshire arts is an essential investment in the state's future.
- Everyone in New Hampshire should have access to the arts regardless of age, income, ethnicity, disability, geographic isolation or other potential barrier to arts participation.
- The arts are basic to a complete education.
- The arts can help build vital communities.
- Creative enterprises are integral to the cultural community and New Hampshire's economy.
- Excellence in the arts should be recognized and rewarded through competitive review.
- Public funding leverages private support to sustain the arts in New Hampshire.
- Government must protect artistic freedom of expression.
- Individual practicing artists are the foundation of the arts community and the creative economy.
- New Hampshire arts organizations are partners in bringing the benefits of the arts to people in the state.
- New Hampshire must treasure the keepers of its artistic traditions to ensure that the state's cultural heritage will be available to future generations.
- Cultural diversity enriches the arts.
- Student, amateur, and professional artists all contribute to the state's artistic vitality.
- Funding incentives can help contemporary artists build audiences for challenging or unfamiliar art forms.

Guiding Principles

The State Arts Council seeks to build the agency's capacity to fulfill its mission through an operations plan that will:

- Exercise due diligence in awarding public funds and recognition to individuals and organizations
- Make every effort to avoid conflicts of interest in the decision making process to award funding and recognition
- Review requests equitably and consistently
- Assure that public funds are well spent to obtain public benefits and leverage private investment
- Cultivate partnerships that advance its goals and encourage constituents to ally with local partners
- Serve New Hampshire citizens and communities in all regions of the state
- Employ qualified staff and invest in their continuing professional development
- Operate with good professional practice
- Respond to constituents' needs
- Practice continuous improvement with assessment, planning, and evaluation

NHSCA Goals & Objectives

Note: Many strategies for meeting the objectives listed below have been developed for implementation over the next 5 years. These have not been included here because they will be continually updated by staff and arts councilors as circumstances change.

Goal 1: Expand opportunities to learn in and through the arts

- 1) **Arts Integration:** Serve as a catalyst, convener and communicator to advance arts education goals in NH.
- 2) **Advocacy:** Advocate making the arts basic to education pre-K-12 as a sequential, measurable curriculum in every NH school.
- 3) **Arts Education Access:** Expand opportunities for young people to participate in and increase their understanding of skills in the arts.
- 4) **Capacity:** Build NHSCA's capacity through state and regional partnerships to improve arts education, pre-K-12.
- 5) **Assessment:** Develop capacity to assess student learning in the arts.
- 6) **Grants:** Provide a portfolio of grant opportunities to promote arts in education.
- 7) **Convening:** Convene educators, not-for-profit arts providers, and teaching artists.
- 8) **Training:** Provide professional development training for arts educators.
- 9) **Arts Education Resources:** Provide curriculum resource materials for teaching the arts.
- 10) **Teaching Artists:** Sustain and improve the quality of NHSCA's roster of artists who work in schools to match teaching artists with schools.
- 11) **Teacher Education:** Work with higher education institutions to educate classroom teachers to value arts education and prepare arts specialists.
- 12) **Information:** Share information among arts educators.
- 13) **School & Community Collaboration:** Facilitate school coordination between local arts organizations and artists to link school and community interests through the arts.
- 14) **Continuing Arts Education:** Develop programs to encourage arts learning for people of any age or ability to take place in a variety of community settings.

Goal 2: Strengthen New Hampshire's artists and arts organizations

INITIATIVES AND SERVICES TO BENEFIT BOTH ARTISTS AND ARTS ORGANIZATIONS

- 1) **Excellence:** Celebrate excellence among New Hampshire artists, arts programs, and arts patrons.
- 2) **Access:** Increase access to the arts by reducing or eliminating barriers to participation imposed by rural isolation, physical ability, or other limiting factors.
- 3) **Core Funding:** Pursue federal and state funding to benefit NH arts organizations and artists.
- 4) **Cultivation of Funding Partners:** Communicate and coordinate with other public and private agencies to invest in arts development.
- 5) **Promotion of New Hampshire Artists & Arts Organizations:** Promote the work of New Hampshire artists and arts organizations within the state, the region, and on the World Wide Web.
- 6) **New Hampshire Arts Marketing:** Develop global markets for New Hampshire arts products and services.
- 7) **Public Awareness & Advocacy:** Increase public awareness of the value of the arts to New Hampshire.
- 8) **Public Art:** Integrate the arts in public places where NH citizens come to expect it as part of their everyday lives.
- 9) **Innovation:** Continually expand capacity to review and encourage an ever changing offering of contemporary art forms and media.

BENEFITS TO ARTS ORGANIZATIONS

- 1) **Grant Programs:** Provide a portfolio of competitive matching grants to not-for-profit organizations that produce, present, or serve the arts.
- 2) **Local and Regional Arts Agencies:** Help local and regional organizations that serve limited geographical areas build capacity to serve local arts needs.
- 3) **Consulting Services:** Provide low cost ways for small and medium sized arts organizations to receive advice from others on arts administration survival skills.
- 4) **Training:** Cooperate with other service organizations to offer training to arts staff and volunteers, especially boards of directors.

- 5) **Convening:** Organize regular regional gatherings of arts organizations for networking, exchange of information, learning, and advocacy.
- 6) **Research:** Collect data and report on the economic and social benefits of arts organizations to assist them in increasing their public and private support.

BENEFITS TO ARTISTS

- 1) **Grant Programs:** Provide a variety of grants to individual artists to help them advance in their work.
- 2) **Information:** Help artists access the information they need to succeed as small businesses.
- 3) **Housing and Work Space:** Encourage NH municipalities to allow artist live/work space in zoning regulations and through tax incentives.
- 4) **Networking:** Expand opportunities for artists to network.
- 5) **Training:** Plan for artist marketing and business training.
- 6) **Emerging Artists:** Encourage New Hampshire's emerging artists by providing information, publicity, and mentoring opportunities.
- 7) **Traditional Artists:** Provide ways for Master Traditional Artists to work with Apprentices to pass on heritage arts to future generations.

Goal 3: Engage the arts to benefit people and communities throughout New Hampshire.

- 1) **Quality of Life:** Encourage participation in the arts to enrich the quality of life in communities.
- 2) **Underserved Populations:** Support arts programs that reach New Hampshire citizens who often are less well served.
- 3) **Living Cultural Heritage:** Conserve and build upon the state's living cultural heritage for future generations through the identification, documentation, and perpetuation of New Hampshire's traditional arts.
- 4) **Creative Economy:** Build on the research and networks provided by regional and state Creative Economy Initiatives to help communities improve their economies.

- 5) **Cultural Tourism:** Work closely with the Division of Travel and Tourism Development (DTTD) to promote New Hampshire's cultural resources to visitors and residents.
- 6) **Community Development:** Involve the arts as an essential element in revitalizing downtown areas and building more vibrant New Hampshire communities.
- 7) **Cultural Planning:** Support cultural planning and projects that strengthen a community's infrastructure, creative and local economy.